



PwC Hong Kong 2025 Transparency Report



Year ended 30 June 2025
Published on 31 October 2025

We have prepared this Transparency Report, in respect of the financial year ended 30 June 2025, in accordance with the requirements of Article 13 of the retained UK version of EU Regulation No. 537/2014.

PricewaterhouseCoopers is referred to throughout this report as “the firm”, “PwC Hong Kong”, “we”, “our” and “us”.



Contents

01	Message from leadership	03
02	Our approach to quality	16
03	Culture and values	30
04	Our people	50
05	Our approach	64
06	Monitoring	76
07	PwC network	84
08	Legal and governance structure	90
09	Financial information	96
10	Partners' remuneration	98
	Appendices	100



Message from leadership

Message from leadership



“ At PwC, we are quality-first in everything we do and, as technology continues to change how audits are delivered, quality will continue to be at the core of our approach.

Hemione Hudson
Chair and CEO, PwC China

Welcome to our 2025 Transparency Report

Welcome to our 2025 PwC Hong Kong Transparency Report. At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 136 countries with more than 360,000 people who are committed to delivering quality in assurance, advisory and tax services.

As the Chair and CEO of PwC China, my role covers the whole of PwC China, including the Chinese mainland, Hong Kong SAR and Macau SAR. While our leadership structure covers the whole of China, in this Transparency Report, you will find details of how our Hong Kong audit firm is governed, some financial information, as well as details on how our quality management system is delivered and maintained.

It's been a year of tremendous change, from geopolitical challenges to the continued advancement of AI and other emerging technologies. In a world where business and consumer needs and expectations are evolving quickly, it's imperative that our firm is also able to adapt at pace. This year, we have reshaped our business to make it fit for the future, streamlining how we operate and putting more emphasis on strategic areas of focus, like Digital Assurance.

While technology will play an increasing role in the future, we are a people-led business and therefore we are investing in both our people and technology programmes. We passionately believe that the future of audit will be people-led and technology-enabled.

As evidence of this commitment, we have continued our multi-year global investment of more than US\$1 billion in our Next Generation Audit strategy and more than US\$1 billion in our GenAI initiatives (e.g. ChatPwC, our in-house AI tool) to bring together the benefits of cloud, AI and other new technologies. Proper execution of this plan relies on the quality of our people, and we are investing US\$3 billion worldwide in digital upskilling.

The way audits are delivered in the future is going to continue to evolve, but PwC will always be quality-first. This report highlights our ongoing commitment to quality and the progress we continue to make in this area. John Ryan, Hong Kong Assurance Leader, will provide a more detailed overview in the coming pages.

I'm delighted to share our PwC Hong Kong 2025 Transparency Report with you, and look forward to hearing your feedback!

A message from our Assurance Leader



“ PwC Hong Kong is committed to building and sustaining confidence in the local audit profession. This is crucial in order to cement Hong Kong’s position as the leading international financial centre in Asia-Pacific.

John Ryan
Assurance Leader, PwC Hong Kong

Introduction

At PwC Hong Kong, we recognise our duty to continuously enhance quality and trust in our profession and our firm. Transparency is fundamental to this goal. Our 2025 PwC Hong Kong Transparency Report not only captures our consistent commitment to delivering excellence but also reflects our dedication to strengthening the audit profession more broadly.

Hong Kong has entered 2025 with renewed strength, marked by a clear rebound in IPO fundraising, trading activity, and strong cross-border investment flows. The city maintains its role as a leading global listing hub, with high-profile debuts in the new-energy and technology sectors. It has reinforced its reputation as a dynamic, global centre and one of the world’s truly international business cities.

Looking to the future, I firmly believe Hong Kong is well placed to leverage its position in finance, trade and professional services and as a leading capital markets centre connecting China and the world. PwC Hong Kong is committed to actively contributing to the essential role the local audit profession plays in fostering trust and confidence in business, while helping to maintain Hong Kong's status on the world stage.

Our Practice

PwC Hong Kong has a history going back over 120 years and we are proud to be the leading audit firm in Hong Kong, with over 2,000 partners and staff. We are honoured to serve a wide and important client base. We audit nearly 300 Hong Kong listed companies and have as our clients the largest share of Hang Seng Index Constituent companies by market capitalisation. Our IPO pipelines across diverse industries indicate the promising growth opportunities for us and Hong Kong more broadly.

Quality

I am proud of the progress we have made this year, notably increasing the amount of real-time support our front-line audit teams receive and enhancing our quality systems and processes. We have more to do, however, and we are dedicated to continuous improvement in audit quality. We are investing in advanced systems and setting new standards to earn trust and recognition as a leading audit firm in Hong Kong. Our Assurance Quality Indicators ("AQIs") support early identification of potential risks, helping us monitor and enhance our systems of quality management, guided by robust policies and procedures aligned with ISQM 1 quality objectives.

Our People

Our partners and staff are key to our success. With around 120 partners and 1,900 dedicated professionals, we are proud to deliver value and expertise to our clients. We prioritise the retention and development of our assurance staff, recruiting more than 400 promising university graduates this year and continuing to attract talented, experienced audit professionals. In step with our commitment to growth, we continue to welcome new partners and promote our talented staff.

PwC Hong Kong is committed to supporting the personal growth and professional development of our partners and staff throughout their careers. Our learning programmes are tailored so our teams thoroughly learn the practical, technical and other business skills to excel at their jobs. We will also continue to equip them with skills needed for their future including digital, AI and evolving technologies, as well as important softer skills like effective leadership.

Our Audit Culture

PwC Hong Kong's leadership is committed to fostering a culture of audit quality and accountability by embracing challenge, transparency, and professional ethics, supported by effective communication strategies and reward systems. More than this, our culture is rooted in a deep commitment to excellence and integrity. Our culture is underpinned by continuous learning, which equips our team to meet the challenges and opportunities of the future with confidence.

Our Commitment

Audit quality is our first priority. We are determined in our promise to deliver quality with exceptional service to our clients. With experienced and knowledgeable audit professionals, we ensure our audits meet the highest standards of excellence, reinforcing the trust of our valued clients.

Our Technology

New and exciting technologies and business models are rapidly being developed with scope for major business innovation and disruption. As technology evolves, I am excited by the role PwC will play in audit innovation. Our strategic investments have enabled us to develop cutting-edge tools that elevate the quality and insights we deliver to our clients. Our advanced global audit platform—comprising Aura, Connect, and Halo—empowers us with streamlined processes, real-time insights, and thorough data analysis, ensuring efficient audit execution and fostering stronger client collaboration.

Embracing the future with a tech-forward, people empowered approach, our Next Generation Audit initiative actively incorporates emerging technologies, including generative AI, to transform audit processes and provide reliable assurance that forges trust, adapts to evolving stakeholder needs, and upholds responsible AI practices with a strong focus on ongoing quality improvement.

Statement on the effectiveness of the firm's System of Quality Management

Quality is a never-ending journey and the firm's quality processes are designed to support the identification of areas requiring improvement in response to both the changing environment and technological developments. We are committed to making continuous enhancements to the quality of our work. Details of our statement on the effectiveness of the firm's System of Quality Management are provided on page 29.

PwC Hong Kong Assurance Executive



“ Our people are at the heart of our organisation. We are delighted to continue to welcome new partners and promote our talented staff, further strengthening our team.

Cathy Ng
People Partner



“ Hong Kong has an impressive capacity to reinvent and rebuild. We aim to be with our clients on every step of their transformation journeys.

Jacky Wong
Institutional Group Leader



“ At PwC, we see quality as more than a goal – it's a journey we're excited to lead.

Raymond Chan
Entrepreneurial Group Co-Leader



“ Our ongoing investments in technology ensure that PwC's partners and staff are optimally equipped to serve our clients.

Agnes Chan
Operations Partner



“ We fully support the ongoing regulatory reforms that continue to strengthen Hong Kong's position as a listing destination.

Eddie Wong
Capital Market and Accounting Advisory Services Leader



“ The Financial Services industry in Hong Kong continues to be dynamic and innovative. We are proud to play a part in helping it thrive.

Lars Nielsen
Financial Services Group Leader



“ The future for Hong Kong's economy looks bright. We are honoured to be able to support its businesses as they reach new heights.

Benson Wong
Entrepreneurial Group Co-Leader



“ Embracing innovation has become an imperative for business. We aim to guide our clients through the uncertainties that accompany innovation.

Kristine Chung
Digital Assurance Leader



“ We are committed to delivering innovative strategies and deep industry expertise to drive meaningful impact and lasting success for our clients.

Ivan Ng
Assurance Markets Leader



“ Identifying and managing risk in all its forms – and thereby building confidence in business – is central to everything we do at PwC.

Andrew Yeun
Risk Management Partner



Over 120 years of history ...

- 1902**

PwC has a long history in Hong Kong, starting off in 1902 when Arthur Lowe registers as Hong Kong's first professional accountant.
- 1962**

Sanford Yung & Co. establishes in Hong Kong.
- 1965**

Sanford Yung & Co becomes a member of **Coopers & Lybrand International ("C&L")**.
- 1972**

Arthur Andersen & Co. establishes an office in Hong Kong.
- 1974**

Lowe, Bingham & Matthews ("LB&M") becomes a member of **PW International ("PW")**.
- 1979-1994**

Both C&L and PW enter Chinese mainland under the Open Door Policy.
- 1993**

The first H-share IPO on the Main Board where the firm is the reporting accountant.
- 1998**

International merger between PW and C&L results in formation of PwC Hong Kong.
- 2001**

First H-share IPO of a Chinese mainland privately-owned enterprise on the Main Board where the firm is the reporting accountant.
- 2002**

PwC Hong Kong celebrates **100 years** in Hong Kong.

PwC firms in Hong Kong and Chinese mainland merge and then combine with the Hong Kong and Chinese mainland practices of Arthur Andersen & Co.

First international stock listing by a Chinese mainland bank with PwC Hong Kong as the reporting accountant.
- 2025 onwards**

At PwC we are reimagining the way we deliver our audit globally, using AI-first technology that equips our auditors with the latest tools. Further details on our next generation audit are included on page 70.
- 2025**

PwC unveils a new brand to demonstrate that it is a catalyst for momentum.

Our firm at a glance

2,041

(2024: 2,162)

Number of partners and staff as of 30 June 2025

152

(2024: 177)

Number of CPAs holding a Practising Certificate issued by the Accounting and Financial Reporting Council (“AFRC”)

425

graduate hires

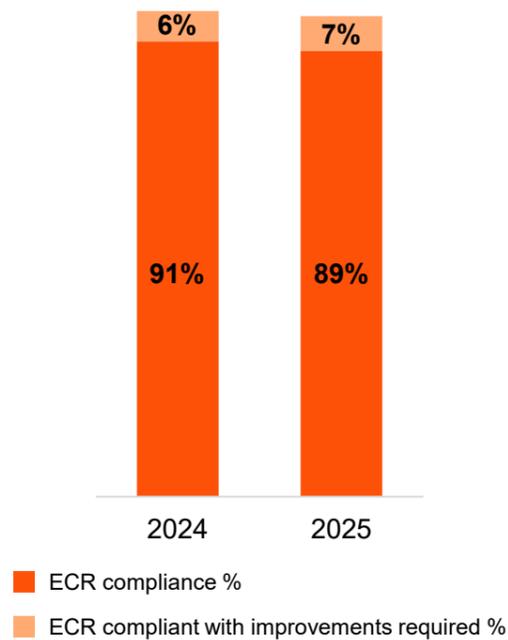


399

graduate hires



Engagement Compliance Review (“ECR”) results



94,942 hours



2024

100,025 hours



2025

Total technical training hours achieved

68 hours

63 hours

2024 2025

Average number of technical training hours achieved by partners and staff

Listed companies audited by PwC (as at 30 June 2025)

Hong Kong’s Main Board

286 companies

Market capitalisation

HK\$18.5trn

Hang Seng Index Constituent companies (in terms of market capitalisation)

38%



Hang Seng Tech Constituent companies (in terms of market capitalisation)

80%



87

(2024: 86)

Number of hot reviews of audit files and financial statements

80%

(2024: 71%)

Percentage of files reviewed by AFRC inspections rated ARQ1 “Good” or ARQ2 “Limited improvements required”

73%

(2024: 69%)

People Engagement Level measuring the employee experience working at PwC



Our approach to quality

“ Our QMSE framework is central to how we deliver on our quality promise.

Peter Li
Chief Risk Officer



International Standard on Quality Management 1 (“ISQM 1”)

In December 2020, the International Auditing and Assurance Standards Board (“IAASB”) approved and released three new and revised standards that strengthen and modernise a firm’s approach to quality management, including ISQM 1. This standard, which became effective 15 December 2022, required all firms to have designed and implemented the requirements of the standard and evaluate their system of quality management (“SoQM”) under the new standard by 15 December 2023.

ISQM 1 is an objectives-based approach that expects firms to have a SoQM that operates in a continuous and iterative manner, taking into consideration the conditions, events, circumstances, actions and inactions that impact a firm. It enhances the firm’s responsibilities around monitoring and remediation, emphasising the need for more proactive, real-time monitoring of the SoQM, a more effective, efficient, and timely root cause analysis process, and timely and effective remediation of deficiencies.

ISQM 1 states that the objective of the firm is to design, implement and operate a SoQM that provides the firm with reasonable assurance that:

- The firm and its personnel fulfil their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements; and
- Engagement reports issued by the firm or engagement partners are appropriate in the circumstances.

The standard goes on to say that the public interest is served by the consistent performance of quality engagements and that this is enabled by an effective SoQM.

A specific focus on audit quality across the PwC network

The PwC network's Assurance QMSE framework

Delivering high-quality work is at the heart of what we do at PwC; it is what our stakeholders rightly expect of us.

To deliver services in an effective and efficient manner that meets the expectations of our clients and other stakeholders, the PwC network has established the Quality Management for Service Excellence ("QMSE") framework, which integrates quality management into how each firm runs its business and manages risk. The implementation and ongoing maintenance of the SoQM that follows the framework is the responsibility of PwC Hong Kong.

The QMSE framework is designed to align with the objectives and requirements of ISQM 1 and provides a model for quality management in PwC firms that integrates quality management into business processes and the firm-wide risk management process. Under QMSE, our overall quality objective is supported by a series of underlying quality management objectives and each firm's SoQM should be designed and operated so that the overall quality objective, which includes meeting the objectives and requirements of ISQM 1, is achieved with reasonable assurance.

Overall quality objective

To have the necessary capabilities in our organisation and to deploy our people to consistently use our methodologies, processes and technology to deliver services in an effective and efficient manner to fulfil the expectations of our clients and other stakeholders

Integrated and aligned in the right way

Our SoQM includes quality objectives that are identified from the following components of ISQM 1 as well as any additional objectives the PwC network (as defined in section 7) has identified in the QMSE framework:

- Governance and leadership
- Relevant ethical requirements
- Acceptance and continuance of client relationships and specific engagements
- Engagement performance
- Resources
- Information and communication
- Monitoring and remediation process

To help us achieve these objectives, the PwC network invests significant resources in the continuous enhancement of quality across our network. This includes having a strong quality infrastructure supported by the right people, underlying tools and technology at both the network level and within our firm, and a programme of continuous innovation and investment in our technology. The PwC network's Global Assurance Quality ("GAQ") organisation aims to support PwC firms in promoting, enabling, and continuously improving assurance quality through effective policies, tools, guidance and systems used to further promote and monitor quality and to build an appropriate level of consistency in what we do.

These elements have been integrated and aligned by our network to create a comprehensive, holistic and interconnected quality management framework that each firm tailors to reflect our individual circumstances. Each firm is responsible for utilising the resources provided by the network as part of our efforts to deliver quality to meet the expectations of our stakeholders.

The Quality Management Process

The achievement of these objectives is supported by a quality management process (“QMP”) established by our firm and assurance leadership, business process owners, and partners and staff. This quality management process includes:

- identifying risks to achieving the quality objectives;
- designing and implementing responses to the assessed quality risks;
- monitoring the design and operating effectiveness of the policies and procedures through the use of process-integrated monitoring activities such as real-time assurance, as well as appropriate Assurance Quality Indicators;
- continuously improving the SoQM when areas for improvement are identified from the firm’s monitoring activities, inspections and other relevant sources by performing root cause analyses and implementing remedial actions; and
- establishing a quality-related recognition and accountability framework to both set clear expectations of expected quality behaviours and outcomes and reinforce those expectations through consistent and transparent use in appraisals, remuneration, and career progression decisions.

This involves the integrated use of:

- Assurance Quality Indicators to help predict quality issues;
- Real-Time Assurance to identify quality issues during the course of engagement execution;
- Root Cause Analysis to enable more effective remediation of quality issues; and
- A Recognition and Accountability Framework to establish, communicate and reinforce quality behaviours, culture and actions.



Our firm's SoQM

Our SoQM must be designed, implemented and operating on an ongoing basis to achieve the quality objectives. This ongoing process includes monitoring, assessing, evaluating, reporting, and being responsive to changes in quality risks, driven by the firm's internal and external environment. This is our QMP.

Our focus on quality management is therefore not to apply prescribed rules but rather to design and implement risk responses which are fit for purpose to manage the risks we identify in our own risk assessment and achieve the quality objective taking into consideration the conditions, events, circumstances, actions and/or inactions that may impact our SoQM.

We carry out our annual assessment of our system of quality management for the year ended 31 March. Our firm's financial year ends on 30 June and data in this Transparency Report is based on the financial year unless stated otherwise.

Our risk assessment process

Our firm's SoQM helps us navigate and respond to the impact that identified risk factors have on our ability to achieve the overall assurance quality objective - to deliver quality audit engagements. Our SoQM includes the performance of a risk assessment over the quality objectives identified in the QMSE framework. We consider how and the degree to which a condition, event, circumstance, action or inaction may adversely affect the achievement of the quality objectives which may result in:

- New or changing quality risks to achieving one or more of the quality objectives
- Changes to the risk assessment of existing quality risks
- Changes to the design of the firm's SoQM, including the risk responses

A quality risk is one that has a reasonable possibility of occurring and individually, or in combination with other quality risks, could adversely affect the achievement of one or more quality objectives.

2025 key factors impacting the development of our SoQM

Every year, we assess developments that have implications for the continuous development of our SoQM. These include events, circumstances, and consequential actions such as findings from reviews of audit engagements, uncertainties in the capital markets, increased regulatory and public scrutiny and issues faced by certain industry sectors. We are committed to integrating these developments into our quality management systems, ensuring we remain resilient and forward-looking. For 2025, our focus in relation to the development of our SoQM included:

Enhancing client acceptance and continuance

A Client Committee has been set up and is involved in making a collective decision for large and potentially higher risk new client acceptance and continuance.

Partner portfolio monitoring

Implementing monitoring of workload, suitability and performance metrics for engagement leaders as well as Quality Review Partners ("QRP") responsible for public interest entity clients, to ensure audit partners have sufficient time and focus on audit quality.

Continuous strengthening of quality assurance programmes

Enhanced issue escalation protocols, increased dedicated reviewer resources and independent review team coaches via the Real-Time Assurance programme throughout the audit.

Balanced scorecards

Implemented quality factors as a priority in determining performance outcomes.

Cultural programme

Developing a comprehensive programme which strengthens and enhances the culture and behaviour that supports high quality audits.

Our firm's processes, procedures and risks are reviewed and updated in response to significant changes throughout the year. ISQM 1 has been fully implemented notwithstanding that the approach to SoQM is a continuous evolving process.

Our commitment to continuous improvement and enhancement of audit quality

At PwC, we see quality as more than a goal — it's a journey we're excited to lead. With increasingly rigorous regulations and rising stakeholder expectations, as well as a complex business and economic landscape, we are committed to enhancing audit quality at every turn.

Our leadership is focused on setting new standards in audit excellence. We invest to advance our systems of quality management and control, ensuring our practices continually evolve and improve. Our vision is simple: to be recognised as the leading audit firm in Hong Kong, earning the trust and respect of our stakeholders through our steadfast commitment to quality.



Our firm's system of quality management

Aim to Predict: Assurance Quality Indicators

We have identified Assurance Quality Indicators ("AQIs") that support our assurance leadership team in the early identification of potential risks to quality, using metrics to aim to predict quality issues. This quality risk analysis is an essential part of our SoQM, and the AQIs, in addition to other performance measures, also provide a key tool in the ongoing monitoring and continuous improvement of our SoQM.



Throughout this transparency report, we have provided insight into the policies and procedures we have designed, implemented and are operating to reduce the quality risks we have identified to an acceptable level.



As mentioned above, some of our policies and procedures are provided by the PwC network and which we have assessed and adopted as appropriate for use as part of our SoQM and in the performance of engagements.

The following sections of the report cover the following ISQM 1 quality objectives:

- Culture and values — governance and leadership, relevant ethical requirements, acceptance and continuance of client relationships and specific engagements
- Our people — human resources
- Our approach — intellectual and technological resources, engagement performance, information and communication

Our monitoring and remediation process

In the section on Monitoring, (see page 76), we have described the types of ongoing and periodic monitoring our firm has designed, implemented and operates to provide relevant and reliable information about our firm's SoQM and to help us take appropriate actions on identified deficiencies so we can remediate those deficiencies effectively and on a timely basis. To support the timely and effective remediation, our firm operates a root cause analysis programme that is described further on page 82.

The information gathered from our monitoring and remediation process, along with other sources of information such as external reviews, is used to help us evaluate our SoQM.



Statement on the firm's system of quality management

During the year, we completed our evaluation of the PwC Hong Kong firm's System of Quality Management ("SoQM") under ISQM1. On behalf of PwC Hong Kong, the Assurance Leader and the Assurance Risk & Quality Leader have evaluated whether our firm's SoQM provides us with reasonable assurance that:

- The firm and its personnel fulfil their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements; and
- Engagement reports issued by the firm or engagement partners are appropriate in the circumstances.

In last year's assessment we identified that certain monitoring controls did not operate effectively. Those control deficiencies did not have a pervasive impact on the design, implementation or operation of the firm's SoQM. We have developed a comprehensive plan to remediate those controls, comprising a series of short and longer-term actions. The key actions scheduled to be completed by now are in place. The longer-term actions are progressing in line with our plan. Based on all the relevant information on the firm's SoQM, as at 31 March 2025, we believe that our SoQM provides us with reasonable assurance that the quality objectives noted above have been achieved, with the exception of the matters identified from last year which are in the process of being remediated.



Culture and values

Our culture and values

Definition and culture

At PwC, we define quality service as consistently meeting the expectations of our stakeholders and complying with all applicable standards and policies. An important part of our ability to deliver against this quality definition is building a culture across a network of more than 360,000 people. This culture of quality emphasises that quality is the responsibility of everyone. Continuing to enhance this culture of quality is a significant area of focus for our global and local leadership teams and one which plays a key part in the measurement of their performance.

Measurement and transparency

For all our businesses, each PwC firm – as part of the agreement by which they are members of the PwC network – is required to have in place a comprehensive SoQM; to annually complete a SoQM performance assessment; and to communicate the results of these assessments to global leadership. These results are then discussed in detail with the leadership of each local firm and if they are not at the level expected, a remediation plan is agreed with local leadership taking personal responsibility for its successful implementation.

As the services that our network provides change and develop, and the needs and expectations of our stakeholders also change, PwC Hong Kong is continually reviewing and updating the scale, scope and operations of our firm's SoQM and investing in programmes to enhance the quality of the services that we provide.

Strengthening our speak up culture

Every team member should feel confident and supported in voicing concerns. Enabling open dialogue is essential for continuous improvement and prevents the recurrence of past errors.

We are continuing to implement the following changes to strengthen our speak up culture:



Specifying the key behaviours in terms that are actionable for partners and staff, bringing clarity to what PwC Hong Kong expects and what partners and staff should expect from PwC Hong Kong



Embedding these key behaviours in systems and processes including client selection, training, coaching and supervision, performance evaluation and promotion processes



Defining measures to assess progress and inform further actions

These actions are business-led, with collaboration from functional teams.

Our firm's commitment to quality

Leadership and tone at the top

Our purpose and values are the foundation of our success. Our purpose is to build trust in society and solve important problems, and our values help us deliver on that purpose. Our purpose reflects 'why' we do what we do, and our strategy provides us with the 'what'. 'How' we deliver our purpose and strategy is driven by our culture, values and behaviours. This forms the foundation of our SoQM and permeates how we operate, including guiding our leadership actions, and how we deliver 'trust in what matters'.

Leadership plays an essential role in shaping a culture of audit quality and accountability. PwC Hong Kong's leadership are dedicated to delivering audit quality through a culture of challenge, transparency and professional ethics. We make enhancements in a continual basis to ensure these are delivered consistently. This includes refining communication strategies, and evaluating and revising reward systems, including ensuring appropriate emphasis is made on quality metrics.

Trust in what matters

Today, companies are judged on far more than financial outcomes. A company's performance in areas like ESG or cybersecurity can affect its reputation, staff retention, access to capital, and ultimately enterprise value.

That's why we're evolving our assurance offering to provide confidence not just in companies' financial statements but in their broader impact.

We call this 'trust in what matters'. We apply rigorous standards to analyse companies' performance on issues such as climate and diversity. This helps companies demonstrate their progress, enabling these firms to build trust, enhance their corporate reputations, and grow enterprise value.

We encourage our clients to understand what matters to their stakeholders, and we deliver assured information about the company's performance on these measures. We believe that if it needs to be trusted, it needs to be assured. High-quality assurance heightens accountability and trust while giving companies a robust basis for tracking and working to improve their performance.

“ We believe that if it needs to be trusted, it needs to be assured.”

John Ryan
Assurance Leader, PwC Hong Kong



When working with our clients and our colleagues to build trust in society and solve important problems, we are living our values on a daily basis, which includes:



Act with integrity

Acting with integrity means speaking up for what's right, even when it's difficult, and delivering high-quality outcomes.



Make a difference

This value involves staying informed, proactively seeking ways to improve the world, and creating a positive impact for colleagues, clients, and society.



Care

PwC employees are encouraged to care for one another and their clients, support each other's growth, and recognise the value each person contributes.



Work together

This value emphasises collaboration, sharing knowledge beyond boundaries, and integrating diverse perspectives to make work stronger.



Reimagine the possible

This principle involves challenging the status quo, innovating, and learning from new ideas and experiences.

Employees at every level are encouraged to recognise each other for living our PwC values throughout the year through our Life Awards and Badges.

This culture is supported by appropriate tone at the top through regular communication from leadership to all partners and staff about the firm's commitment to quality. Key messages are communicated to our firm by our Territory Senior Partner ("TSP"), who is also the Chair and CEO, and our leadership team, and are reinforced by engagement partners. These communications focus on what we do well and actions we can take to make enhancements. Leadership and engagement partners take the lead on these actions as they role model the expected behaviours in interactions with clients and teams. We measure whether our people believe that our leaders' messaging conveys the importance of quality to the success of our firm. Based on this tracking, we are confident our people understand our quality objectives.

This culture is also reinforced by all of our people processes, starting from the people we recruit to how we develop, evaluate and reward our people. Our PwC Professional career development framework outlines the capabilities needed to thrive as purpose-led and values-driven leaders at every level. There are five key attributes – Whole leadership, Business acumen, Technical and digital, Global and inclusive, and Relationships – and each is equally important. For example, under Technical and digital – employees are expected to adhere to quality standards and practices, engage productively in a digital world and continually develop their technical depth and breadth.

Delivering service of the highest quality is core to our purpose and our assurance strategy, the focus of which is to strengthen trust and transparency in our clients, in the capital markets and wider society.

Reinforce: Recognition and Accountability Framework

Our Recognition and Accountability Framework ("RAF") reinforces quality in everything our people do in delivering on our strategy, with a focus on the provision of services to our clients, how we work with our people and driving a high-quality culture. Our RAF has been designed to both set clear expectations of expected quality behaviours and outcomes and reinforce those expectations by holding partners and directors with engagement leader and other supporting roles accountable for quality behaviours and quality outcomes beyond compliance. Our RAF considers and addresses the following key elements:

Interventions/recognition

We have put in place interventions and recognition that promotes and reinforces positive behaviours and drives a culture of quality.

Behaviours

We have set expectations of the right behaviours that support the right attitude to quality, the right tone from the top and a strong engagement with the quality objectives.

Quality outcomes

We provide transparent quality outcomes to measure the achievement of the quality objectives. Our quality outcomes take into account meeting professional standards and the PwC network and our firm's standards and policies.

Consequences/reward

We have implemented financial and non-financial consequences and rewards that are commensurate to outcome and behaviour and sufficient to incentivise the right behaviours to achieve the quality objectives.

Assurance Risk & Quality implements the RAF by summarising all the inputs on quality behaviours and outcomes, and providing recommendations to leadership on annual partner and director performance evaluation.

The principles in the RAF also apply to all assurance staff below partners/directors and their accountability for their performance is set out in the Assurance Expectations Framework.



Ethics, independence and objectivity



Ethics

At PwC, we adhere to the fundamental principles of ethics set out in the International Ethics Standards Board for Accountants ("IESBA") Code of Ethics for Professional Accountants (the "Code"), which are:

- **Integrity** – to be straightforward and honest in all professional and business relationships.
- **Objectivity** – to not allow bias, conflict of interest or undue influence of others to override professional or business judgements.
- **Professional Competence and Due Care** – to attain and maintain professional knowledge and skill at the level required to ensure that a client or employer receives competent professional service based on current technical and professional standards and relevant legislation and acts diligently and in accordance with applicable technical and professional standards.
- **Confidentiality** – to respect the confidentiality of information acquired as a result of professional and business relationships and, therefore, not disclose any such information to third parties without proper and specific authority, unless there is a legal or professional right or duty to disclose, nor use the information for the personal advantage of the professional accountant or third parties.
- **Professional Behaviour** – to comply with relevant laws and regulations and avoid any conduct that the individual knows or, as a professional accountant should know, might discredit the profession.

Our network standards applicable to all network firms cover a variety of areas including ethics and business conduct, independence, anti-money laundering, anti-trust/fair-competition, anti-corruption, information protection, firm's and partner's taxes, sanctions laws, internal audit and insider trading. We take compliance with these ethical requirements seriously and strive to embrace the spirit and not just the letter of those requirements. All partners and staff undertake annual mandatory training, as well as submitting annual compliance confirmations, as part of the system to support appropriate understanding of the ethical requirements under which we operate. Partners and staff comply with the standards developed by the PwC network and leadership in PwC Hong Kong monitors compliance with these obligations.

In addition to the PwC Values (Act with integrity, Make a difference, Care, Work together, Reimagine the possible) and PwC Purpose, PwC Hong Kong has adopted PwC's Global Code of Conduct, Network Standards and related policies that clearly describe the behaviours expected of our partners and other professionals - behaviours that will enable us to build public trust. Because of the wide variety of situations that our professionals may face, our standards provide guidance under a broad range of circumstances, but all with a common goal - to do the right thing.

Upon hiring or admittance, PwC Hong Kong provides an overview of the PwC Code of Conduct and the expected behaviours for all partners and staff, who should follow these expectations throughout their professional careers at our firm. As part of the values and expectations in the PwC Code of Conduct, they also have a responsibility to report and express concerns, and to do so fairly, honestly, and professionally when dealing with a difficult situation or when observing conduct inconsistent with the PwC Code of Conduct. In addition, every partner and staff member is required to complete new hire training during their onboarding process, which covers the ethics and compliance network standards, including ethics and the PwC Code of Conduct.

PwC has implemented a network-wide confidential ethics helpline for the reporting of questions or concerns related to behaviours that are inconsistent with the PwC Code of Conduct and related policies. Every PwC firm has a separate and secure channel for their confidential matters and investigations. The reporting channel is also available for third parties, including clients. The reporting channel allows our partners, staff and third parties to feel safe raising a question or concern without fear of retaliation.

The PwC Code of Conduct and the ethics reporting channel are available on-line for all internal and external stakeholders at <https://www.pwc.com/ethics>.

PwC Hong Kong has adopted an accountability framework to facilitate remediation of behaviours that are inconsistent with the PwC Code of Conduct.

Finally, the Organisation for Economic Co-operation and Development ("OECD") provides guidance, including the OECD Guidelines for Multinational Enterprises (the "OECD Guidelines"), by way of non-binding principles and standards for responsible business conduct when operating globally. The OECD Guidelines provide a valuable framework for setting applicable compliance requirements and standards. Although the PwC network consists of firms that are separate legal entities which do not form a multinational corporation or enterprise, PwC's network standards and policies adopted by PwC Hong Kong are informed by and meet the goals and objectives of the OECD Guidelines.

“ Speaking up is the foundation of our ethical culture.

Jessica Li
Ethics and Business Conduct Leader





Objectivity and Independence

As auditors of financial statements and providers of other types of professional services, PwC firms and their partners and staff are expected to comply with the fundamental principles of objectivity, integrity and professional behaviour. In relation to assurance clients, independence underpins these requirements. Compliance with these principles is fundamental to serving the capital markets and our clients.

The PwC Global Independence Policy (the "Policy"), which is based on the Code, contains minimum standards with which PwC firms have agreed to comply, including processes that are to be followed to maintain independence from clients, when necessary.

The independence requirements of the United States Securities and Exchange Commission ("SEC") are, in certain instances, more restrictive than the Policy. Given the reach of these requirements and their impact on PwC firms in the network, including PwC Hong Kong, the Policy identifies key areas where an SEC requirement is more restrictive. Provisions that are specifically identified as applicable to SEC restricted entities must be followed in addition to, or instead of, the Policy in the associated paragraph. PwC Hong Kong has a designated partner (known as the "Partner Responsible for Independence" or "PRI") with appropriate seniority and standing, who is responsible for implementation of the PwC Global Independence Policy including managing the related independence processes and providing support to the business. The partner is supported by a team of about fifty independence specialists. Significant independence matters are reported to the firm's Strategic Risk Council for discussion and input, and are escalated to the firm leadership for resolution, where necessary.



Independence policies and practices

The PwC Global Independence Policy covers, among others, the following areas:

Personal and firm independence, including policies and guidance on the holding of financial interests and other financial arrangements, e.g., bank accounts and loans by partners, staff, the firm and its benefit plans;

Non-audit services and fee arrangements. The policy is supported by Statements of Permitted Services ("SOPS"), which provide practical guidance on the application of the policy in respect of non-audit services to audit clients and related entities;

Business relationships, including policies and guidance on joint business relationships (such as joint ventures and joint marketing) and on purchasing of goods and services acquired in the normal course of business; and

Acceptance of new audit and assurance clients, and the subsequent acceptance of any non-assurance services to be provided to those clients.

In addition, there is a Network Risk Management Policy governing the independence requirements related to the rotation of key audit partners.

These policies and processes are designed to help PwC firms comply with relevant professional and regulatory standards of independence that apply to the provision of assurance services. Policies and supporting guidance are reviewed and revised when changes arise such as updates to laws and regulations, including any changes to the Code or in response to operational matters.

PwC Hong Kong supplements the PwC Global Independence Policy to include auditor independence requirements of the Hong Kong Institute of Certified Public Accountants, the China Institute of Certified Public Accountants, the United States Securities and Exchange Commission and those of the Public Company Accounting Oversight Board of the United States and of the EU Audit Regulation where they are more restrictive than the network's policy.

Independence-related systems and tools

As a member of the PwC network, PwC Hong Kong has access to a number of systems and tools which support PwC firms and their personnel in executing and complying with their independence policies and procedures. These include:

- The Central Entity Service ("CES"), which contains information about corporate entities including all PwC audit clients and their related entities (including all public interest audit clients and SEC restricted entities) as well as their related securities. CES assists in determining the independence restriction status of clients of the PwC firm and those of other PwC firms before entering into a new non-audit service or business relationship. The data in this system also feeds our new Assure Portfolio and the Authorisation for Services systems;
- Assure Portfolio, which facilitates the pre-clearance of publicly traded securities by all partners and practice staff members before acquisition and is used to record their subsequent purchases and disposals. Where a PwC firm wins a new audit client or there is a change in the independence restriction status of a security, this system automatically informs those holding relevant securities of the requirement to sell the security where required;
- Authorisation for Services ("AFS") which is a global system that facilitates communication between a non-audit services engagement leader and the audit engagement leader, regarding a proposed non-audit service, documenting the analysis of any potential independence threats created by the service and proposed safeguards, where deemed necessary, and acts as a record of the audit partner's conclusion on the permissibility of the service.

- Global Breaches Reporting System which is designed to be used to report any potential breaches of external auditor independence regulations (e.g., those set by regulation or professional requirements) where the matter has cross-border implications (e.g., where a potential breach occurs in one PwC territory which affects an audit relationship in another territory). All potential breaches reported are evaluated and addressed in line with the applicable independence requirements.

PwC Hong Kong also has a number of Hong Kong-specific systems and processes which include:

- A system that clears joint business relationships ("JBR") from an independence perspective. JBR is used to facilitate PwC Hong Kong's compliance with JBR requirements for new and existing joint business relationships. It assists independence specialists in gathering information to assess, from an independence perspective, the permissibility of proposed joint business relationships and in monitoring the continued permissibility of previously approved existing joint business relationships.
- Rotations of engagement leaders and other key audit partners are monitored to ensure compliance with PwC Hong Kong's audit rotation policies.
- In addition, PwC Hong Kong utilises the network's centres of excellence which adopt standardised processes to perform the independence assessment and monitoring of joint business relationships and approval of non-audit services for certain categories of clients.

Independence training and confirmations

PwC Hong Kong provides all partners and practice staff with annual or on-going training on independence matters. Training typically focuses on milestone training relevant to a change in position or role, changes in policy or external regulation and, as relevant, guidance on the provision of services. Partners and staff receive computer-based training on PwC Hong Kong's independence policy and related topics. Additionally, face-to-face training is delivered to members of the practice on an as-needed basis by PwC Hong Kong's independence specialists and risk and quality teams.

All partners and practice staff are required to complete an annual compliance confirmation, whereby they confirm their compliance with relevant aspects of the Policy and PwC Hong Kong independence requirements, including their own personal independence. In addition, all partners confirm that all non-audit services and business relationships for which they are responsible comply with policy and that the required processes have been followed in accepting these engagements and relationships. Separately, these annual confirmations are supplemented by periodic engagement-level independence confirmations for audit clients of PwC Hong Kong.

“ Auditor independence underpins professional skepticism, sound judgment, and audit objectivity - each a critical pillar of audit quality.

Alex Cheng
Partner Responsible for Independence



Independence monitoring and disciplinary policy

PwC Hong Kong is responsible for monitoring the effectiveness of its SoQM in managing compliance with independence requirements. In addition to the confirmations described above, as part of this monitoring, we perform:



Testing of independence controls and processes;



Personal independence compliance testing of a random selection of partners and practice staff as a means of monitoring compliance with independence policies; and



An annual assessment of our firm's adherence with the PwC network's standard relating to independence.

The results of PwC Hong Kong's monitoring and testing are reported to the firm's senior management on a regular basis with a summary reported to them on an annual basis. PwC Hong Kong has an Independence Accountability Framework and supporting disciplinary policies and mechanisms in place that promote compliance with independence policies and processes, and that require any breaches of independence requirements to be reported to leadership and addressed according to the policies and procedures. This would include discussion with the client's audit committee regarding the nature of a breach, an evaluation of the impact of the breach on the independence of PwC Hong Kong and the need for actions or safeguards to maintain objectivity.

Although most breaches are minor and attributable to an oversight, all breaches are taken seriously and investigated as appropriate. The investigations of any identified breaches of the Policy also serve to identify the need for improvements in PwC Hong Kong's systems and processes and for additional guidance and training.

Considerations in undertaking the audit

Our principles for determining whether to accept a new client or continue serving an existing client are fundamental to delivering quality, which we believe goes hand-in-hand with our purpose to build trust in society. We have established policies and procedures for the acceptance of client relationships and audit engagements that consider whether we are competent to perform the engagement and have the necessary capabilities including time and resources, can comply with relevant ethical requirements, including independence, and have appropriately considered the integrity of the client as well as the quality of the client personnel responsible for financial reporting and the client's financial reporting capabilities. We reassess these considerations in determining whether we should continue with the client engagement and have in place policies and procedures related to withdrawing from an engagement or a client relationship when necessary. The policies and processes we have in place emphasise risk and quality considerations such that financial and operational priorities do not lead to inappropriate judgements about whether to accept or continue a client relationship. Our policies and processes are continuously reviewed and enhanced to ensure we can effectively manage the acceptance risks and address the evolving standards and regulations.

Client and engagement acceptance and continuance

PwC Hong Kong has a process in place to identify acceptable clients based on the PwC network's proprietary decision support systems for audit client acceptance and retention (called Acceptance and Continuance ("A&C")). A&C facilitates a determination by the engagement team, business management and risk management specialists of whether the risks related to an existing client or a potential client are manageable, and whether or not PwC should be associated with the particular client and its management. More specifically, this enables:



Engagement teams

- To document their consideration of matters required by professional standards related to acceptance and continuance;
- To identify and document issues or risk factors and their resolution, for example through consultation by adjusting the resource plan or audit approach or putting in place other safeguards to mitigate identified risks or by declining to perform the engagement; and
- To facilitate the evaluation of the risks associated with accepting or continuing with a client and engagement.



PwC firms (including PwC firm leadership and risk management)

- To facilitate the evaluation of the risks associated with accepting or continuing with clients and engagements;
- To provide an overview of the risks associated with accepting or continuing with clients and engagements across the client portfolio; and
- To understand the methodology, basis and minimum considerations all other PwC firms in the network have applied in assessing audit acceptance and continuance.



Client Committee

- To support the firm's strategy for achieving healthy growth that manages risk and profitability. Established during the year, the Client Committee comprises leaders from markets, risk, business, and finance, with delegated authority to make opportunity acceptance decisions for large and potentially higher risk engagements.



Our people



Our people

People strategy

Our people strategy was developed in support of our broader business strategy, The New Equation. We are focused on being the world’s leading developer of talent and enabling our people with greater agility and confidence in a rapidly changing world. Specific focus areas include creating a resilient foundation for times of change through supporting the well-being of our people and enabling effective delivery; developing inclusive leaders for a shifting world; and enabling our workforce for today’s realities and tomorrow’s possibilities.

Our people priorities are aligned with our business strategy. They focus on investing in our people, and fostering a high-quality culture—all designed to drive our growth, and enduring success. We empower every individual by equipping them with future-focused skills and a relentless commitment to excellence. This enables our people to deliver impactful outcomes for our clients. At the same time, we support a culture built on quality, integrity, and trust that upholds PwC values. This strengthens our brand and creates an environment where individuals feel valued, empowered, and motivated to contribute meaningfully to the success of our clients.

“ We aim to create an environment where individuals feel valued, empowered, and motivated to contribute meaningfully to the success of our clients.

Cathy Huang
Chief People Officer



Our people

FY24 **2,162**
number of partners and staff
as of 30 June 2024

FY25 **2,041**
number of partners and staff
as of 30 June 2025

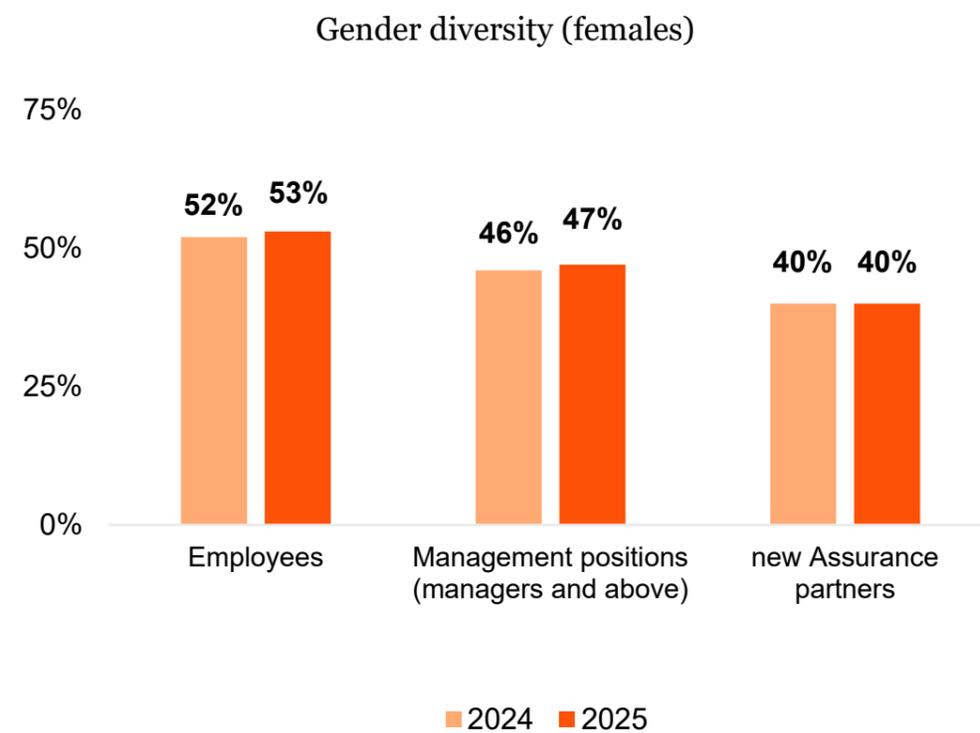
The PwC Professional

The PwC Professional is the set of behaviours we expect of all our people, at all levels, to demonstrate with each other and with our clients and other stakeholders. When we focus on the behaviours that guide our interactions, we create opportunities to build trust and empower our teams to deliver distinctive outcomes. This is how we build trust in society and solve important problems.

Inclusion and diversity

At PwC, we're an organisation that fosters a culture of belonging and equity where our diverse workforce can thrive and feel like they belong. We do this by delivering on our Inclusion First strategy, which is centred on action, accountability and advocacy, in each member firm across the PwC network.

With people from over 20 different nationalities in our assurance practice, we embrace and encourage differences and help our people actively develop the skills to work and lead inclusively with our focus on gender equity, disability inclusion, LGBT+ inclusion and social inclusion. Underpinning this is ensuring our systems and behaviours are inclusive.



Career progression

PwC Hong Kong uses the PwC Professional, our global career progression framework, which sets out clear expectations at all staff levels across five key dimensions. The framework underpins all elements of career development and helps our people develop into well-rounded professionals and leaders with the capabilities and confidence to produce high-quality work, deliver an efficient and effective experience for our clients, execute our strategy, and support our brand. Our annual performance cycle is supported by continuous feedback conversations and regular check-ins with the individual's Team Leader and Career Coach to discuss their development, progression and performance.

Feedback and continuous development

Our team members obtain feedback on their overall performance, including factors related to audit quality, such as Accounting & Financial Reporting Knowledge, Audit/Attest Skills, and Professional Scepticism. Audit quality is an important factor in performance evaluation and career progression decisions for both our partners and staff. We use SAP SuccessFactors, a simple, mobile-enabled technology, to collect downward, peer and upward feedback on performance. Ongoing feedback conversations help our people grow and learn faster, adapt to new and complex environments, and bring the best to our clients and firm.

Recruitment

PwC Hong Kong aims to recruit, train, develop and retain the best fit-for-future staff with the right skills, who share the firm's strong sense of purpose and responsibility for delivering high-quality services. We have revamped our campus recruitment events to showcase our commitment to AI technologies and have conducted on-site interviews to identify top candidates. Additionally, we have organized dialogues between students and our business associates, including alumni. In these, we share real-world stories to inspire young talent and to demonstrate that assurance is an excellent starting point for a career.

Our robust hiring process encompasses a structured interview with behaviour-based questions built from the PwC Professional framework, assessment of academic records, work experience, university recommendations and pre-onboarding background checks. Across the firm in FY25, we recruited 558 (FY24: 563) new people, including 399 (FY24: 425) university graduates. In addition, we recruited interns and collaborated with universities on placement projects to strengthen our contingent workforce and build up our talent pool at an early stage.

425 graduate hires



2024

399 graduate hires



2025

Retention

Turnover in the public accounting profession is often high because as accounting standards and regulations change, accountants are in demand and the development experience we provide makes our staff highly sought after in the external market. Our voluntary turnover rate fluctuates based on many factors, including the overall market demand for talent.

Our number of partners has remained relatively stable from FY24 to FY25, while our staff count has seen a slight decrease during the same period to align with business priorities.

In FY25, we supported our people through our comprehensive Wellness Programmes, that cover various dimensions of wellbeing, including physical, mental, social, financial, and occupational health. To promote self-care and increase health awareness, we offered Flexi Life Benefits to both partners and employees, encouraging them to personalise their wellness journeys throughout the year. In October, we celebrated World Mental Health Day with a two-week long campaign featuring onsite and virtual activities to raise awareness about mental health and foster a healthy work environment. Recognising our people's daily contributions was also a core aspect of our culture. Through our enhanced Life Awards Programme, our people could award digital badges and Reward Points to colleagues who embodied PwC's values in their daily work, regardless of their management level, thereby reinforcing our culture of appreciation and recognition.

In FY25, we continued to provide market-competitive remuneration to employees as part of our talent retention and recognition strategy. We recognised and rewarded the impact of individuals through variable pay.

We enabled attraction and retention across employee segments, supporting a diverse and inclusive workforce from different working backgrounds. To retain and incentivise top talent, we have implemented a performance-based total rewards strategy, ensuring high-performing employees receive remuneration packages that are competitively positioned relative to the local market. We also continue to invest in our people’s growth via talent mobility. This empowers talented individuals to take on new challenges across projects, teams, and our network, ensuring we meet evolving business demands while enabling them to shape their own career journeys at PwC. To facilitate this, we are continuously refining the end-to-end mobility experience to create seamless transitions and unlock growth opportunities for our people.

All these initiatives are fully supported by our Team Leaders and Career Coaches, who empower their teams to deliver sustained outcomes through fostering a culture of collaboration, innovation, and connectedness. This year we have further stepped up our effort to better support our people managers.

To foster close connections among staff, business units and clusters are encouraged to organise annual social events (e.g., welcome gatherings, holiday celebrations, post-peak season events). Smaller-scale team-building activities will also be supported - all to enhance team bonding and collaboration.

Team selection, experience and supervision

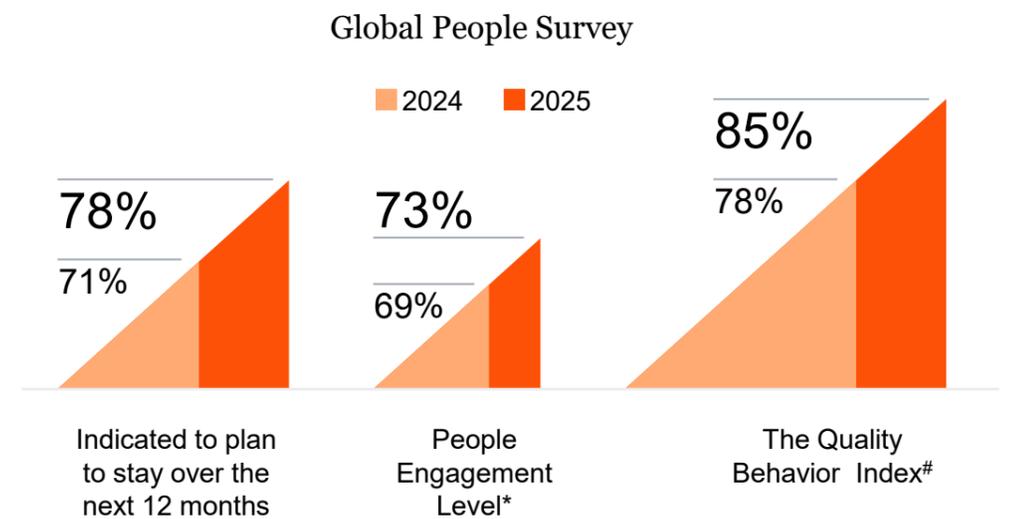
Our audit engagements are staffed based on expertise, capabilities and years of experience. Engagement leaders determine the extent of direction, supervision and review of junior staff.

In FY25, average tenures for managers, senior managers and partners are 5.9 (FY24: 5.3), 10.5 (FY24: 9.3) and 20.2 (FY24: 19.3) years.



Global People Survey

Each PwC firm participates in an annual Global People Survey ("GPS"), administered across the network to all of our partners and staff. PwC Hong Kong is responsible for analysing and communicating results locally, along with clearly defined actions to address feedback.



*People Engagement Level measures individual employee's experience working at PwC.

#The Quality Behaviour Index measures the collective perception of behaviours that contribute to quality work.



Learning and education

Professional Development

We are committed to putting the right people in the right place at the right time. Throughout our people's careers, they are presented with career development opportunities, from training activities delivered via classroom, virtual classroom and on-demand learning, to on-the-job coaching / development. Our flexible training portfolio facilitates personalised learning with access to a variety of educational materials, including webcasts, articles, videos, and courses.

Achieving a professional credential supports our firm's commitment to quality through consistent examination and certification standards. Our goal is to provide our staff with a more individualised path to promotion and support them in prioritising and managing their time more effectively when preparing for professional exams. Providing our people with the ability to meet their professional and personal commitments is a critical component of our people experience and retention strategy.

Continuing education

We, and other PwC firms, are committed to delivering quality assurance services around the world. To maximise consistency within the network, the formal training solutions, developed at the network level, provide our firm with access to training materials covering the PwC audit approach and tools, as well as areas of focus for quality improvement.

This formal learning is delivered using a blend of delivery approaches, which include classroom learning, virtual classroom and elearning.

The training solutions support our primary training objective of quality, while providing practitioners with the opportunity to strengthen their technical and professional skills, including professional judgement while applying a sceptical mindset.

The design of the training solutions allows us to select, based on local needs, when we deliver the training locally ourselves.

Based on the specific needs in the local environment, PwC Hong Kong supplements the globally developed training solutions with local specific content, both technical and non-technical.

All partners and staff in PwC Hong Kong are expected to maintain the appropriate ethical standards and uphold integrity when completing training activities. They are required to complete mandatory training to ensure they are up to date with the latest technical knowledge, are equipped with the necessary skills to execute assignments, and are able to comply with the continuing professional development requirements. Completing mandatory training by due dates is also a factor when evaluating partners' and staff's annual performance.

PwC Hong Kong adopts a learning management system to track the learning status of partners and staff.

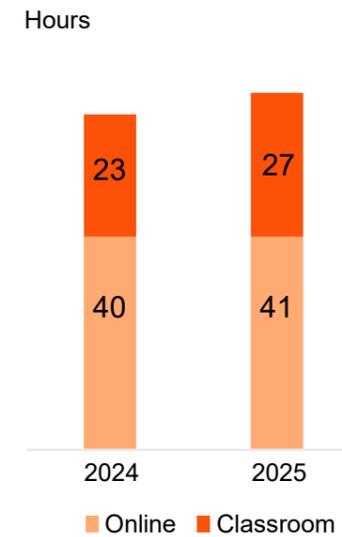
PwC Hong Kong also maintains up-to-date reference materials which are accessible by all assurance practice partners and staff. These cover audit guidance, procedures and methodology, and include a library of local and international accounting, auditing and ethical standards.

To support and keep staff and partners' knowledge up to date, partners and staff receive regular communications on technical and regulatory topics as they arise. Support is available to partners and staff on auditing, accounting and regulatory requirements, including access to subject matter experts.

Our training investment in people

- Numbers of CPD hours required for Assurance Practice**
 The Hong Kong Institute of Certified Public Accountants ("HKICPA") requires all members to complete at least 120 hours of relevant professional development activity in each rolling three-year period, of which 60 hours shall be verifiable. Moreover, all members are required to complete at least 20 hours of relevant professional development activity in each year.

Average technical training hours achieved by partners and staff for FY25 and FY24



Total technical training hours completed



Mandatory training attendance: 100% (FY24: 100%) of partners and staff have completed all mandatory training in FY25.





Our approach



Our approach

PwC Hong Kong uses a range of leading-edge methods, processes, technologies, and approaches to ensure continuous improvement in the performance and quality of our audit engagements.

As a member of the PwC network, PwC Hong Kong has access to and uses PwC Audit, a common audit methodology and process. This methodology is based on the International Standards on Auditing ("ISAs"), with additional PwC policy and guidance provided where appropriate, including those to address local requirements. PwC Audit policies and procedures are designed to facilitate audits conducted in compliance with all ISA requirements that are relevant to each individual audit engagement. Our common audit methodology provides the framework to enable PwC firms to consistently comply in all respects with applicable professional standards, regulations and legal requirements.

The quality and effectiveness of audit is critical to all of our stakeholders. At PwC Hong Kong, we are committed to enhancing audit effectiveness by investing significantly in our team's skills, refining methodologies, leveraging leading-edge technology and ensuring ample time and resources are devoted. We track internal indicators and processes that monitor the effectiveness of our risk and quality processes, delivering timely information about our audit and identifying areas for improvement.



“ Data and technology can reveal insights, but it takes an inquisitive person to understand what they mean.

Royal Gao
Hong Kong Assurance Technology Leader

Details of these indicators and processes can be found in the Monitoring of assurance quality section. Additionally, we engage with our stakeholders to understand their expectations of us, while considering the findings of regulatory inspections on the quality of our work.

People

Data and technology can help reveal insights, but it takes an inquisitive person with well-rounded business knowledge to understand what those insights mean. We recruit professionals with these capabilities - people who can deliver the highest quality outcomes in terms of client service and compliance. Our forward-looking approach ensures we attract individuals who are not only equipped for current demands but also to drive the future of quality in our industry.

Technology

As technological change accelerates, our clients want to trust their information with organisations that don't merely keep up but lead the way. We've made a global commitment to offer leading audit technology, and we've invested heavily in tools to match our approach. The result is greater quality and insight to our clients.

Tools and technologies to support our audit

Our technology

■ Aura

Aura, our global audit documentation platform, is used across the PwC network. Aura helps drive how we build and execute our audit plans by supporting teams in applying our methodology effectively, by creating transparent linkage between risks, required procedures, controls and the work performed to address those risks, as well as providing comprehensive guidance and project management capabilities. Targeted audit plans specify risk levels, controls reliance and substantive testing. Real-time dashboards show teams audit progress and the impact of scoping decisions more quickly.



■ Connect

Connect is our collaborative platform that allows clients to quickly and securely share audit documents and deliverables. Connect also eases the burden of tracking the status of deliverables and resolving issues by automatically flagging and tracking outstanding items and issues identified through the audit for more immediate attention and resolution. Clients are also able to see audit adjustments, control deficiencies, and statutory audit progress for all locations in real-time.



■ Connect Audit Manager

Connect Audit Manager streamlines, standardises and automates group and component teams coordination for group and statutory / regulatory audits. It provides a single digital platform to see all outbound and inbound work and digitises the entire coordination process which facilitates greater transparency, compliance and quality for complex multi-location audits.



■ Count

Count, which facilitates the end-to-end process for observing inventory counts, allows our engagement teams to create and manage count procedures, counters to record results directly onto their mobile device or tablet and engagement teams to export final results into Aura.



■ Halo

Halo, our data auditing tools, address large volumes of data, analysing whole populations to improve risk assessment, analysis and testing. For example, Halo for Journals enables the identification of relevant journals based on defined criteria making it easier for engagement teams to explore and visualise the data to identify client journal entries to analyse and start the testing process.

■ Halo Platform

Halo Platform enables our engagement teams to manage all data extractions, executions and storage for all applications through one central location, allowing our engagement teams to monitor the status of data uploads and use the acquired entity data for multiple applications during the audit.

■ Halo for Crypto

Halo for Crypto supports the engagement team in obtaining sufficient appropriate evidence over the crypto asset-related balances and transactions. The Halo solution provides substantive evidence to establish that an entity has access to the digital wallets containing its crypto asset transactions and balances. The application can also securely extract blockchain transactions from public addresses to independently and reliably gather corroborating information about blockchain transactions and balances.



■ PwC Confirmations

PwC Confirmations, our global, secure, web-based confirmation platform provides a guided experience to preparing, sending, monitoring and receiving electronic and paper responses for our auditors and third-party confirmers as well as a dashboard view to assist in status updates. The Confirmer portal allows confirmers to easily navigate and provide responses.



■ Assisted Disclosure Checking

Assisted Disclosure Checking allows users to match disclosure requirements to disclosures within the entity's financial statements, including the primary statements and the related footnotes.

Our next generation audit

As part of our commitment to building trust and delivering sustained outcomes, the PwC network is investing in a multi-year effort to deliver a new global audit platform to power our next generation audit (“NGA”), ultimately replacing our current technologies such as Aura and Connect. By exploring and investing in new technologies and redefining underlying audit processes, PwC will further standardise, simplify, centralise, and automate our audit work. PwC’s investment will accelerate ongoing innovation and enable us to respond to changing stakeholders’ needs while taking advantage of emerging technologies, including generative AI, providing a transformed audit experience focusing on continuous quality enhancement. PwC’s vision for NGA is to provide efficient, robust and independent assurance and audit insights across financial and non-financial information, helping to build trust in what matters to our stakeholders. As PwC gains momentum around the NGA programme, we will continue to release new capabilities on an ongoing basis to enhance quality and the overall audit experience.

There have been significant investments across the PwC network into Generative AI as we seek to reimagine how we further enable our people by leveraging the power of AI. In June 2025 we launched ChatPwC, a global AI solution designed to drive innovation, efficiency, and impact that is used across the PwC network. It is an intelligent assistant that leverages generative AI technology in a secure environment. We continue to promote a culture of responsible usage of AI while supporting ongoing interest and quickly evolving further use cases for AI, including Generative AI.



Reliability and auditability of audit technologies

Our firm has designed and implemented processes and controls to underpin the reliability of these audit technologies. This includes clarification of the roles and responsibilities of audit technology owners and users. In addition, we have guidance focused on the sufficiency of audit documentation included in the workpapers related to the use of these audit technologies, including consideration of the reliability of the solution, and the documentation needed to assist the reviewer in meeting their direction, supervision and review responsibilities as part of the normal course of the audit.



Confidentiality and Information Security

Confidentiality and information security are key elements of our professional responsibilities. Misuse or loss of confidential client information or personal data may expose the firm to legal proceedings, and it may also adversely impact our reputation and brand. We take the protection of confidential and personal data very seriously. By applying the Information Security Controls Standard, it is the policy of the PwC network, that the information assets of the firm be protected from internal or external threats, whether deliberate or accidental, such that:

- Data subject rights are respected.
- Confidentiality of information is maintained.
- Integrity of information can be relied upon.
- Information is available when the business needs it.
- Relevant statutory, regulatory, and contractual obligations are met.
- The PwC brand is protected.

Specifically, it covers the following areas:

- PwC personnel responsibilities – areas affecting personnel security within the firm, such as employee vetting, terms and conditions of employment, confidentiality agreements, and user awareness training.
- Confidentiality agreements - where permitted by law and in accordance with local firm policy, confidentiality agreements (for example non-disclosure agreements) may be implemented and signed by PwC staff and third-party suppliers.
- Data protection - data must be identified based on data classification and confidentiality requirements and must be protected with use of encryption where appropriate (for example, at rest and during transmission) and consider compliance with local and applicable international laws.



Data privacy

The firm maintains a robust and consistent approach to the management of all personal data, ensuring compliance with applicable data protection law. Everyone in our organisation plays a role in safeguarding personal data, fostering a culture of accountability.

The firm has continued to strengthen our comprehensive Data Privacy and Protection programme supplementing the Network Data Policy with Supplementary Guidance, including practical procedures and training, to ensure consistent handling of personal data. We respect the privacy and confidentiality of information of our clients, our people and business partners by implementing robust security measures, such as access controls, and regular risk assessments.

We are also committed to embedding good data management practices across our business. Our PwC Code of Conduct outlines local policies covering legal and professional obligations, including data protection. All partners and staff are required to confirm the compliance of these policies annually. We remain committed to embedding best-practice data privacy management practices across our business and continuously enhancing our processes to address evolving regulatory requirements and risks.



Information Security

Information Security is a high priority for the PwC network. Our firm is accountable to our people, clients, suppliers, and other stakeholders to protect information that is entrusted to us.

Failure to protect information could potentially harm the individuals whose information our firm holds, lead our firm to suffer regulatory sanctions or other financial losses, and impact the PwC reputation and brand. As such, our firm complies with the Information Security Policy which outlines the minimum security requirements for all PwC firms.

Our data centers in Hong Kong are ISO 27001:2022 certified. They are annually reviewed for their IT security control effectiveness by the British Standards Institute, which is an independent and official certification body. It demonstrates our commitment to maintaining robust information security practices across our locations in Hong Kong.



Supporting engagement performance



Evolving delivery model

We continue to evolve the way we deliver our services so our people give our clients an even better experience, further enhance the quality of what we do and create economic capacity to invest in the future. We use Service Delivery Centres ("SDC") to streamline, standardise, automate, and centralise portions of the audit.



Direction, coaching and supervision

Engagement leaders and senior engagement team members are responsible and accountable for providing quality coaching throughout the audit and supervising the work completed by junior members of the team, coaching the team and maintaining audit quality. Engagement teams utilise Aura which has capabilities to effectively monitor the progress of the engagement to determine that all work has been completed and reviewed by appropriate individuals, including the engagement leader.



Consultation culture

Consultation is key to maintaining high audit quality. We have formal protocols about mandatory consultation, in the pursuit of quality. For example, our engagement teams consult with appropriate groups in areas such as digital assurance, taxation, valuation, actuarial and other specialties as well as individuals within our technical support functions.



Technical support

We have specialists supporting our engagement teams including technical accounting, auditing, and financial reporting groups as well as risk and quality. These specialists play a vital role in keeping our policies and guidance in these areas current by tracking new developments in accounting and auditing and providing those updates to professional staff.



Quality Review Partners ("QRP")

Specific audit engagements are assigned a QRP as part of the member firm's SoQM as required by professional standards. These independent individuals possess the necessary experience and technical knowledge, and sufficient time to be involved in the most critical aspects of the audit. For example, they may advise on the engagement leader's conclusion regarding independence compliance, and provide an objective quality check for significant judgments made in planning, performing and reporting phases in the engagement, covering accounting, auditing, and financial reporting and disclosure issues.



Differences of opinion

Protocols exist to resolve the situations where a difference of opinion arises between the engagement leader and either the QRP or specialists in our technical support functions.



Monitoring

Monitoring

Monitoring of assurance quality

We recognise that quality in the assurance services we deliver to clients is critical to maintaining the confidence of investors and other stakeholders in the integrity of our work. It is a key element to our assurance strategy.

Responsibility for appropriate quality management lies with the leadership of PwC Hong Kong. This includes the design and operation of an effective SoQM that is responsive to our specific risks to delivering quality audit engagements, using the network's QMSE framework.

The overall quality objective under the QMSE framework is to have the necessary capabilities in our firm and to deploy our people to consistently use our methodologies, processes and technology in the delivery of assurance services in an effective and efficient manner to fulfil the valid expectations of our clients and other stakeholders.

Our firm's monitoring includes an ongoing assessment aimed at evaluating whether the policies and procedures which constitute our SoQM are designed appropriately and operating effectively to provide reasonable assurance that our audit, non-audit assurance and related services engagements are performed in compliance with laws, regulations and professional standards (also referred to as our ongoing monitoring). This includes the use of Real-Time Assurance.

Aim to Prevent: Real-Time Assurance

We have developed a Real-Time Assurance ("RTA") programme designed to provide preventative monitoring that helps coach and support engagement teams to get the 'right work' completed in real-time, during the audit. The objective of RTA is to provide engagement teams with feedback on the execution of our audit methodology and to support our firm to continue to enhance and monitor quality. It helps our engagement teams embrace a learning mindset and encourage the sharing of good practices as well as areas for enhancements identified so that the wider practice will benefit from this programme. In FY25, 87 engagements were selected for RTA (FY24: 86).

The selection criteria of engagements for the RTA programme are revisited every year taking into consideration engagements with specific risks or within specific industries. Reviewers are nominated partners and senior managers from business units and Risk & Quality depending on the types of RTA programme, and the checklist questions and the focus areas are also revisited where necessary to address key findings identified in recent engagement reviews and other inspections.

In addition to the ongoing monitoring noted above, our monitoring also encompasses periodic assessment of our SoQM, which includes the review of completed engagements (Engagement Compliance Reviews (“ECR”)), as well as periodic monitoring of our SoQM by an objective team within PwC’s network of firms. The results of these procedures, together with our ongoing monitoring, form the basis for the continuous improvement of our SoQM. ECRs are performed under a network-wide inspection programme based on professional standards and PwC audit methodology.

ECRs are risk-focused reviews of completed engagements covering, on a periodic basis, individuals in our firm who are authorised to sign audit, non-audit assurance or related services reports. The review assesses whether an engagement was performed in compliance with PwC Audit guidance, applicable professional standards and other applicable engagement-related policies and procedures. Each signer is reviewed at least once every five years, unless a more frequent review is required based on the profile of that signer’s client engagements or due to local regulatory requirements.

Reviews are led by experienced assurance partners, supported by objective teams of partners, directors, senior managers and other specialists. ECR reviewers may be sourced from other PwC firms if needed, to provide appropriate expertise or objectivity.

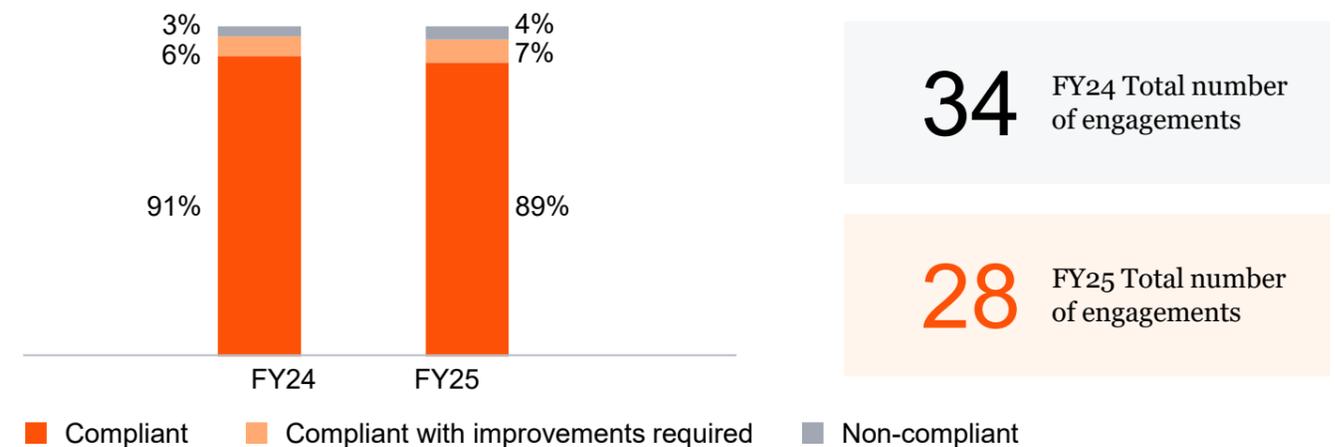
Review teams receive training to support them in fulfilling their responsibilities and utilise a range of checklists and tools developed at the network level when conducting their inspection procedures. The network inspection team supports review teams by monitoring the consistent application of guidance on classification of engagement findings and engagement assessments at PwC Hong Kong.

Additionally, the PwC network undertakes periodic reviews to evaluate certain elements of PwC firms’ SoQM. The network also looks at the PwC firm leadership’s own assessment of the effectiveness of their SoQM and their determination of whether the overall quality objective has been achieved.

The inspection results are reported to our firm’s leadership who are responsible for analysing the results of the inspections along with quality findings identified from all sources of information, for performing timely root cause analysis, and for implementing remedial actions as necessary. In situations where adverse quality matters on engagements are identified, based on the nature and circumstances of the issues, the responsible engagement leader or our firm’s assurance leadership personnel may be subject to additional mentoring, training or further sanctions in accordance with our firm’s Recognition and Accountability Framework.

Assurance engagement leaders of our firm receive information on the results of the network inspection programme, designed for their use in assessing the scope of audit works they determine needs to be performed and their reliance on work performed by PwC firms in connection with their audit of a client’s consolidated financial statements.

ECR Results — audit and non-audit engagements



Learn: Root cause analysis

We perform analyses to identify potential factors contributing to our firm’s audit quality so that we can take actions to continuously improve. Our primary objectives when conducting such analyses are to understand what our findings tell us about our SoQM and to identify how our firm can provide an effective environment for our engagement teams to deliver a quality audit. We look at quality findings from all sources including our own ongoing monitoring of our SoQM as well as network inspection of our SoQM, audits both with and without deficiencies—whether identified through our own internal inspections process or through external inspections—to help identify possible distinctions and learning opportunities.

For individual audits, an objective root cause analysis team identifies potential factors contributing to the overall quality of the audit. We consider factors relevant to technical knowledge, supervision and review, professional scepticism, engagement resources, and training, amongst others. Potential causal factors are identified by evaluating engagement information, performing interviews, and reviewing selected audit working papers to understand the factors that may have contributed to audit quality.

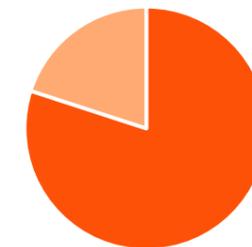
In addition, the data compiled for audits both with and without engagement-level findings is compared and contrasted to identify whether certain factors appear to correlate to audit quality. Examples of this data include hours incurred on the audit, the number of years of experience of the key engagement team members, the number of years the key engagement team members have been on the engagement, the number of other audits that the key engagement team members are involved in, etc.

Our goal is to understand how quality audits may differ from those with engagement-level findings, and to evaluate how these learnings may be used to continuously improve all of our audits. We evaluate the results of these analyses to identify enhancements that may be useful to implement across the practice.



External inspections

As a registered CPA firm and Public Interest Entity auditor, PwC Hong Kong is subject to an annual inspection by the Accounting and Financial Reporting Council (“AFRC”) in Hong Kong under the Accounting and Financial Reporting Council Ordinance. The last inspection by the AFRC was undertaken from August 2024 to December 2024, four files out of five reviewed were rated AQR 1 ‘Good’ or AQR 2 ‘Limited improvements required’. One file was rated AQR 3 ‘Improvements required’.



■ Good or limited improvements required ■ Improvements required

Zero

findings required re-issue of the audit report or a restatement.



As a registered Third Country Auditor, PwC Hong Kong is subject to inspections by the UK Financial Reporting Council (“UK FRC”). The last inspection by the UK FRC was in May 2025. The UK FRC assessed the audit selected for inspection as Good. The UK FRC also cited examples of the firm’s good practice in two audit areas. There were no key or other findings arising from the inspection.

07



PwC network

PwC network

Global network

PricewaterhouseCoopers International Limited

PwC is the brand under which the member firms of PricewaterhouseCoopers International Limited (“PwCIL”) operate and provide professional services. Together, these firms form the PwC network. ‘PwC’ is often used to refer either to individual firms within the PwC network or to several or all of them collectively.

In many parts of the world, accounting firms are required by law to be locally owned and independent, although regulatory attitudes on this issue are changing. PwC member firms do not and cannot currently operate as a corporate multinational. The PwC network is not a global partnership, a single firm, or a multinational corporation.

For these reasons, the PwC network consists of firms which are separate legal entities. The firms that make up the network are committed to working together to provide quality service offerings for clients throughout the world. Firms in the PwC network are members in, or have other connections to PwCIL, an English private company limited by guarantee.

PwCIL does not practise accountancy or provide services to clients. Rather its purpose is to facilitate coordination between member firms in the PwC network. Focusing on key areas such as strategy, brand, and risk and quality, the Network Leadership Team and Board of PwCIL develop and implement policies and initiatives to achieve a common and coordinated approach among individual firms where appropriate. Member firms of PwCIL can use the PwC name and the resources and methodologies of the PwC network are made available to them. In addition, member firms may request the resources of other member firms and/or secure the provision of professional services by other member firms and/or other entities. In return, member firms agree to abide by certain common policies and to maintain the standards of the PwC network as put forward by PwCIL.

The PwC network is not one international partnership and PwC member firms are not otherwise legal partners with each other. Many of the member firms have legally registered names which contain “PricewaterhouseCoopers”, however there is no ownership by PwCIL. A member firm cannot act as agent of PwCIL or any other member firm, cannot obligate PwCIL or any other member firm, and is liable only for its own acts or omissions and not those of PwCIL or any other PwC firm. Similarly, PwCIL cannot act as an agent of any member firm, cannot obligate any member firm, and is liable only for its own acts or omissions.

The governance bodies of PwCIL are:

Global Board



Global Board, which is responsible for the governance of PwCIL, the oversight of the Network Leadership Team and the approval of network standards. The Board does not have an external role. The Board is comprised of elected partners from PwC firms around the world and one or more external independent directors. Please refer to the following [page on the PwC Global website](#) for a list of the current members of the Global Board.

Network Leadership Team



Network Leadership Team, which is responsible for setting the overall strategy for the PwC network and the standards to which the PwC firms agree to adhere.

Strategy Council



Strategy Council, which is made up of the leaders of the largest PwC firms and regions of the network, agrees on the strategic direction of the network and facilitates alignment for the execution of strategy.

Global Leadership Team



Global Leadership Team, which is appointed by and reports to the Network Leadership Team and the Chairman of the PwC network. Its members are responsible for leading teams drawn from PwC firms to coordinate activities across all areas of our business.

The TSP is a member of the Strategy Council and maintains our relationships with the Network Leadership Team.

Total turnover achieved by statutory auditors and audit firms from EEA Member States that are members of the PwC network resulting, to the best extent calculable, from the statutory audit of annual and consolidated financial statements are approximately 3 billion Euros. This represents the turnover from each entity's most recent financial year converted to Euros at the exchange rate prevailing as of 30 June 2025.

A list of PwC network audit firms and statutory auditors in European Union/European Economic Area Member States as at 30 June 2025 can be found in the Appendix 2.



Legal and governance
structure

Legal and governance structure

Legal structure and ownership

PricewaterhouseCoopers (“PwC Hong Kong”) is a partnership wholly owned by its partners and established under the laws of Hong Kong SAR. PwC Hong Kong is a Certified Public Accountants (“CPA”) firm and a Public Interest Entity (“PIE”) Auditor registered with the Accounting and Financial Reporting Council (“AFRC”) under the Accounting and Financial Reporting Council Ordinance (Cap. 588) (“AFRCO”) and may undertake and carry out statutory audits and PIE engagements in Hong Kong. There were 120 partners as at 30 June 2025. Partners have equal voting rights except for partners in their first 4 years of partnership, who have one quarter of one vote (and contribute a correspondingly reduced amount of Capital).

Governance structure of PwC Hong Kong

Management Board

The TSP is ordinarily elected for a period of four years in accordance with a method recommended and overseen by the firm’s governance body. As of the date of this report, the current TSP was appointed by the governance body of the firm.

The TSP has responsibility for the strategic direction and the overall management of PwC Hong Kong, and is supported by a Management Board, the members of which are appointed by the TSP and which has responsibility for the overall management and monitoring of the operational and financial performance of PwC Hong Kong. The PwC Hong Kong Assurance Leader is a member of the Management Board.

Quality is a regular item on the Management Board meeting agenda.

Hong Kong Assurance Executive

The Hong Kong Assurance Executive is led by the Hong Kong Assurance Leader and consists of the Assurance Business Unit Leaders and Hong Kong Assurance partners responsible for People, Risk Management, Finance and Operations and Markets. The Hong Kong Assurance Executive meets at least monthly, with quality as a standing agenda item. The meetings are chaired by the Hong Kong Assurance Leader.

Board of Partners

The Board of Partners is the governance body of PwC Hong Kong. Its role includes representing all partners and advising the TSP of issues of concern to the partners; to review the processes adopted by management in its decision making; to oversee the processes relating to the capital requirements and distributions of profits and other remuneration pursuant to the partner income system; and to confirm that due process has been adopted in requiring the mandatory withdrawal of a partner and to approve such mandatory withdrawal.

The TSP is an ex officio member of the Board of Partners. The other members are elected for a four-year term and a member of the Board of Partners may only serve as a member for a maximum of two consecutive terms. The Board of Partners meets at least monthly and each meeting is chaired by the Lead Director. Committees of the Board of Partners:

Committees of the Board of Partners:

Risk Committee

The Risk Committee has a role in assisting the Board of Partners in the effective discharge of its responsibilities in relation to the PwC Hong Kong's risk management.

Finance Committee

The Finance Committee has a role in assisting the Board of Partners in the effective discharge of its responsibilities in relation to oversight of the financial performance and conduct of PwC Hong Kong.

Remuneration Committee

The Remuneration Committee has a role in developing the TSP and partners' remuneration, which is reviewed and approved by the Board of Partners.

Election Committee

An Election Committee is established by the Board of Partners to conduct the nomination, selection and election processes to elect members of the Board of Partners.

Admissions Committee

The Admissions Committee assists the consideration of the candidates for admission.

“ Sound governance is of fundamental importance to any organisation. Our Board of Partners plays a critical oversight role for our partnership and is evolving in line with governance best practices.

Rob Derrett
Lead Director, Board of Partners



Financial information

009

Revenue disclosures required by Article 13 Item 2(k) are as follows:

0.4%

Non-Audit Services Revenues earned by UK Public Interest Entities audit clients

18.6%

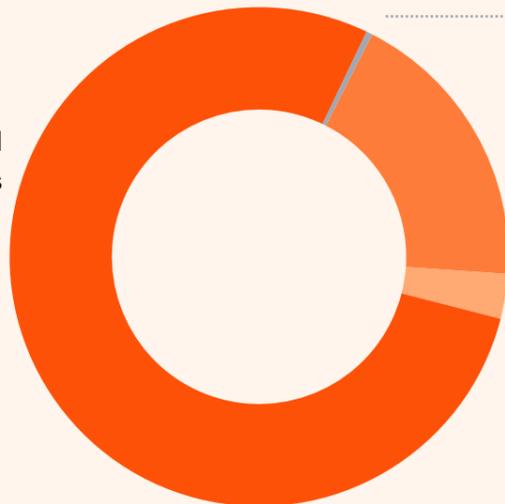
Non-Audit Services Revenues earned by all other clients

2.9%

Audit Revenues earned by UK Public Interest Entities audit clients

78.1%

Audit Revenues earned by all other audit clients



Partners' remuneration

10

Each partner's remuneration comprises three interrelated components:



Responsibility income

Determined by the partner's engagement portfolio.



Performance income

Determined by the partner's achievement of objectives set out in the annual partner performance plan.



Equity unit income

Determined by the firm's overall financial performance.

Each partner's performance income is determined by assessing achievements against an individually tailored balanced scorecard of objectives, based on the partner's roles and responsibilities, and against performance and compliance with firmwide policies and expectations, including quality. There is transparency among the partners over the process of determining the final income allocation on a summary basis.

Partners are remunerated out of the profits. Audit partners are not permitted to be incentivised, evaluated or remunerated for the selling of non-audit services to their audit clients.

The final allocation and distribution of profit to individual partners is approved by the Management Board, once their performance has been assessed and subject to firm results. The remuneration committee appointed by the Board of Partners approves the process and oversees its application.

Appendix 1 – Public interest audit clients

During the period covered by this Transparency Report, PwC Hong Kong has issued audit reports for Jardine Matheson Holdings Limited, DFI Retail Group Holdings Limited, Hongkong Land Holdings Limited and Mandarin Oriental International Limited that have transferable securities listed in London.

Appendix 2 – EU entities

The table below is a list of statutory audit firms/auditors by country within our network as of 30 June 2025 (Article 13.2.(b) items (ii) and (iii)):

Member State	Name of firm
	PwC Wirtschaftsprüfung GmbH, Wien
	PwC Wirtschaftsprüfungs- und Steuerberatungsgesellschaft GmbH, Linz
Austria	PwC Tax & Audit Services Wirtschaftsprüfung und Steuerberatung GmbH, Graz
	PwC Österreich GmbH, Wien
Belgium	PwC Bedrijfsrevisoren bv/Reviseurs d'enterprises srl
Bulgaria	PricewaterhouseCoopers Audit OOD
	PricewaterhouseCoopers d.o.o
Croatia	PricewaterhouseCoopers Savjetovanje d.o.o
Cyprus	PricewaterhouseCoopers Limited
Czech Republic	PricewaterhouseCoopers Audit, s.r.o.
Denmark	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab
Estonia	AS PricewaterhouseCoopers
Finland	PricewaterhouseCoopers Oy
	PricewaterhouseCoopers Audit
France	PricewaterhouseCoopers France M. Antoine Priollaud
	PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft
Germany	Wibera Wirtschaftsberatung Aktiengesellschaft Wirtschaftsprüfungsgesellschaft
Gibraltar	PricewaterhouseCoopers Limited*
Greece	PricewaterhouseCoopers Auditing Company SA
Hungary	PricewaterhouseCoopers Könyvvizsgáló Kft.
Iceland	PricewaterhouseCoopers ehf

*This is not an EU/EAA statutory audit firm.

Member State	Name of firm
	PricewaterhouseCoopers
Ireland	PricewaterhouseCoopers (Northern Ireland) LLP
Italy	PricewaterhouseCoopers SpA
Latvia	PricewaterhouseCoopers SIA
Liechtenstein	PricewaterhouseCoopers GmbH, Ruggell
Lithuania	PricewaterhouseCoopers UAB
Luxembourg	PricewaterhouseCoopers, Société coopérative
Malta	PricewaterhouseCoopers
Netherlands	PricewaterhouseCoopers Accountants N.V. PricewaterhouseCoopers AS
Norway	PwC Assurance AS PwC Assurance II AS
	PricewaterhouseCoopers Polska sp. z. o.o.
Poland	PricewaterhouseCoopers Polska spółka z ograniczoną odpowiedzialnością Audyt sp. k.
Portugal	PricewaterhouseCoopers & Associados - Sociedade de Revisores Oficiais de Contas, Lda
Romania	PricewaterhouseCoopers Audit S.R.L.
Slovakia (Slovak Republic)	PricewaterhouseCoopers Slovensko, s.r.o.
Slovenia	PricewaterhouseCoopers d.o.o.
Spain	PricewaterhouseCoopers Auditores, S.L.
Sweden	PricewaterhouseCoopers AB Öhrlings PricewaterhouseCoopers AB





pwchk.com

© 2025 PricewaterhouseCoopers. All rights reserved. In this document, “PwC” refers to PricewaterhouseCoopers, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details.